



Fort Monmouth Strategic Business Plan 2002



**Executive Summary
Strategic Business Plan
For the Fort Monmouth Morale, Welfare, and
Recreation Directorate**

**FY02 thru FY07
(5 years)**



Introduction

Army MWR Mission

Create and maintain “First Choice” MWR programs and services for America’s Army, essential to a ready and self-reliant force.

Army MWR Vision

“First Choice”

The mission actively focuses on delivery of high quality MWR services to the end user – America’s Army. The vision is easily communicated throughout the workforce and clearly sets the standard for program achievement – “First Choice.” Army MWR is focused on providing customer-driven programming that is rated by users as their primary choice.

Central to the Army’s strategic direction are the MWR guiding principles:

- MWR supports readiness, retention and recruiting.
- The MWR customer is America’s Army.
- The MWR program is customer-driven.
- NAFs will be returned to customers through provision of market-driven services, activities, and capital improvements.
- The MWR system will be managed consistent with business-like practices.

These guiding principles form the basis for the Army’s six MWR strategic goals:

1. Corporate leadership provides vision, policy, and direction to plan and operate MWR programs.
2. Provide demand-driven programs, activities, and services that are essential to readiness and contribute to quality of life of all components of America’s Army.
3. Recruit, develop, and sustain a professional MWR workforce.
4. Provide financial systems, policies and controls to ensure properly resourced programs.
5. Acquire and maintain MWR facilities that support program needs.
6. Improve MWR support services.

Fort Monmouth MWR Mission:

Develop and provide programs, services and facilities that enrich the well-being of the greater Fort Monmouth community.

Fort Monmouth MWR Vision:

The MWR Directorate is committed to provide responsive programs that enhance the community well-being, enrich our living and working environment, foster partnerships and strengthen Fort Monmouth as a community of excellence.

Fort Monmouth MWR Strategic Goals

Based on the Fort Monmouth Garrison Strategic Goals, the MWR Planning Team, through a series of data gathering and group-facilitation sessions, developed the following six strategic goals to guide the Fort Monmouth MWR Directorate at the strategic level during the next five years:

STRATEGIC GOAL 1	MWR Personnel: Attract, develop, and retain a quality MWR team.
STRATEGIC GOAL 2	Customer Service: Provide customer-driven MWR activities and programs that increase the customer base by 5 percent annually.
STRATEGIC GOAL 3	Marketing/Communication: Increase awareness of MWR activities by use of all available media on a routine basis to all market segments.
STRATEGIC GOAL 4	Facilities: Enhance programs by upgrading customer services, facilities, and equipment devoting a minimum of 95% of NIBD annually to capital improvements.
STRATEGIC GOAL 5	Finance/General Management Indicators: Achieve 100% “green” status on all command gumball metrics for each FY.
STRATEGIC GOAL 6	Technology/Information Systems: Improve use of all technological systems by requiring activities to report data generated by automation.

Fort Monmouth MWR Strategic Business Plan

MWR Personnel Goal: Attract, develop, and retain a quality MWR team.		
Objectives	Responsibility	Schedule
Communication: Ensure open (Two-way) communication as measured by internal survey (up and down).	Deputy MWR	2 nd Qtr FY02
Training: Identify training requirements (IDP) and ensure 95% of required training is accomplished.	Training Coordinator	4 th Qtr FY02
Teaming: Establish and develop cross-functional teams to advance MWR goals by fielding a minimum of four teams in FY02.	RDS Team Leaders	4 th Qtr FY02
Performance Feedback: Employ a system tailored to measure customer satisfaction (+/-) at the activity level.	Director and Deputy Director MWR	2 nd Qtr FY02
Incentives: Create an incentive program that provides resources to activity managers for exceeding agreed-upon performance measures.	MWR Supervisors/Team Leaders	4 th Qtr FY02
Customer Service Goal: Provide customer-driven MWR programs that increase the customer base by 5 percent annually.		
Objectives	Responsibility	Schedule
Usage Metrics: Develop and maintain a viable system.	RDS Team	2 nd Qtr FY02
Existing Programs: Evaluate to determine whether they meet customer's wants/needs.	Director and Deputy Director MWR	3 rd Qtr FY02
New Programs: Explore opportunities for new services and activities.	Director and Deputy Director MWR	3 rd Qtr FY02
Marketing /Communications Goal: Increase awareness of MWR activities by use of all available media on a routine basis to all market segments.		
Objectives	Responsibility	Schedule
Information Dissemination: Create an effective system for measuring MWR information.	Marketing	3 rd Qtr FY02
Mascot Marketing Program: Create an effective plan for MWR programs capitalizing on the new mascot.	Marketing	1 st Qtr FY02
Kiosks: Ensure installation.	Marketing	2 nd Qtr FY02
RECTRAC: Develop methodology to utilize data.	Marketing	4 th Qtr FY02
Town Hall Meetings: Present six MWR-focused Town Hall meetings annually.	Marketing	4 th Qtr FY02
Cross-Marketing: Improve	Marketing	2 nd Qtr FY02

communication with installations inside a 50-mile radius.		
Achieve commercial sponsorship FY target of \$50k.	Marketing	4 th Qtr FY02

Facilities Goal: Enhance existing programs by upgrading customer services, facilities, and equipment devoting a minimum of 8 percent of total revenue annually to capital improvements.		
Objectives	Responsibility	Schedule
Assessment: Improve facilities and equipment.	Director MWR	2 nd Qtr FY02
Capital Improvements: Develop CPMC projects.	All Activity Managers	4 th Qtr FY02
Facility Checklist: Fine-tune standards.	Operations team	2 nd Qtr FY02
Execute 95% of FY CPMC projects.	MWR	4 th Qtr FY02
Achieve following FY patronage/participation standards: 20% Youth population served 70% CDC spaces utilized 80% Lodging occupancy rate 10% Club membership increase 2% Bowling league increase 2% Golf outing increase 5% Fitness Center annual registration increase	CYS CYS Lodging Gibbs/Lane Bowling Golf RDS	4 th Qtr FY02 4 th Qtr FY02 4 th Qtr FY02 4 th Qtr FY02 4 th Qtr FY02 4 th Qtr FY02 4 th Qtr FY02
Finance/General Management Indicators Goal: Develop and implement a system which measures success of MWR programs, activities, and services.		
Objectives	Responsibility	Schedule
Benchmarks: Institute a system for measuring success. Three key elements are the following:		
<ul style="list-style-type: none"> Benchmark usage metrics objective of Strategic Goal #2. 	All Supervisors	2 nd Qtr FY02
<ul style="list-style-type: none"> Benchmark information dissemination objective of Strategic Goal #3. 	Marketing & Program teams	3 rd Qtr FY02
<ul style="list-style-type: none"> Performance Feedback: Develop and maintain a viable system for measuring customer satisfaction. 	Marketing/Program/Operations teams	3 rd Qtr FY02
Benchmark Reporting System: Report success measures above.	All Supervisors	1 st Qtr FY02
Achieve MWR fund variance of +/- 10% actual to budget for FY.	MWR	4 th Qtr FY02
Sustain following FY activity NIBD to revenue ratios: 7% MWR fund overall 8% Clubs (2) 17% Golf 17% Bowling	MWR Gibbs/Lane Golf Bowling	4 th Qtr FY02 4 th Qtr FY02 4 th Qtr FY02 4 th Qtr FY02
Achieve accreditation of eligible programs by FY02: ACS, CYS, RDS.	RDS	3 rd Qtr FY02

Technology/Information Systems Goal: Improve use of technological systems by requiring all activities to report/use data generated by automation.		
Objectives	Responsibility	Schedule
All activities using Army-fielded systems.	All MWR Supervisors	3 rd Qtr FY02
Train users in RecTrak/EventMaster/GolfTrek/FMBS/SMIRF/ETS	All MWR Supervisors	4 th Qtr FY02

MWR STRATEGIC BUSINESS PLANNING PROCESS

The strategic business plan was developed using the process shown in the first four components of the planning model in Figure 1: External Environment Analysis, Programs and Markets Analysis, Developing Alternatives, and Formulating the Strategic Business Plan. They make up the strategic portion of the planning process. The last two components (Operational Business Plans and Monitoring And Evaluating) are at the operational level and prescribe how to implement and monitor the strategic plan.

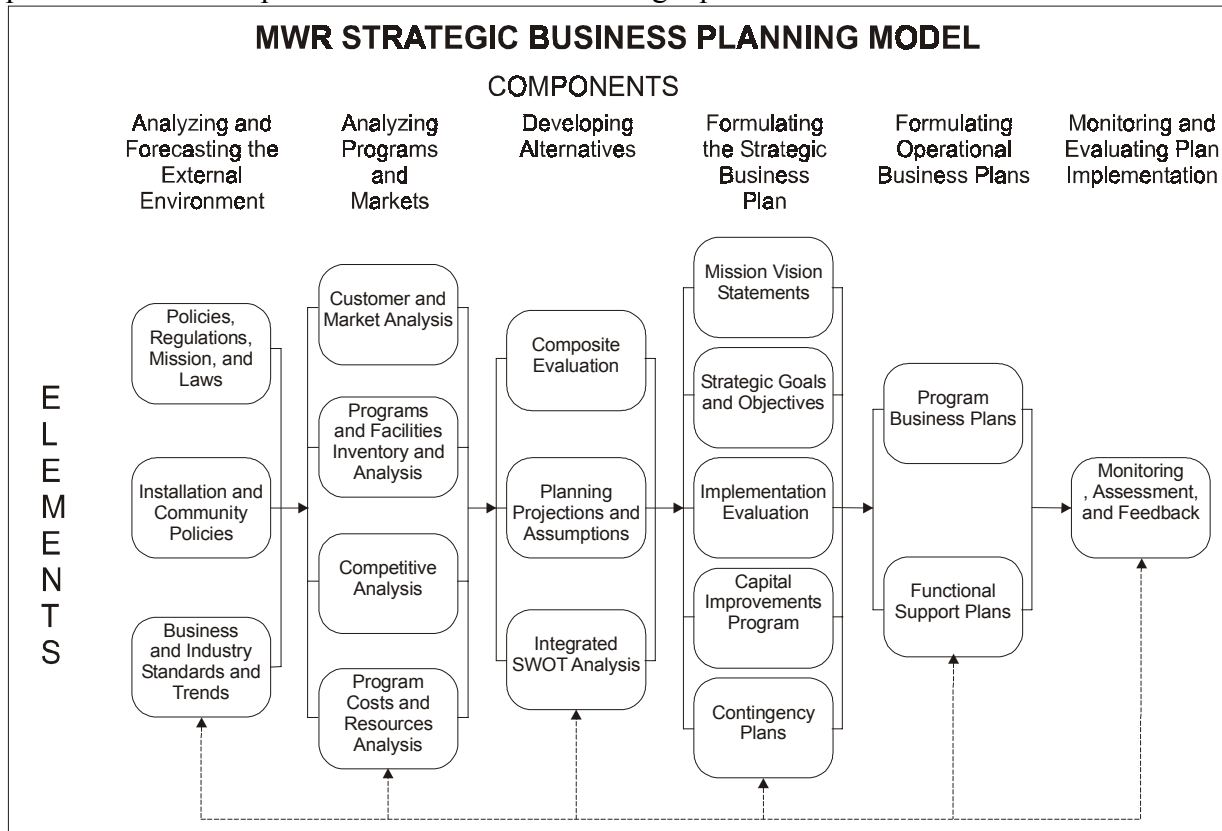


Figure 1.

The following is a summary of the MWR Planning Team's conclusions for each of the strategic components. A more thorough analysis of their findings can be found in the team's workbook used throughout the planning process.

Analyzing and Forecasting the External Environment Component

Analyzing and forecasting the MWR environment entails the examination of significant aspects and trends that are external to the MWR organization and over which it has little or no control. The analysis determines the impact of these external sub elements and categories them according to whether they represent opportunities or threats to the MWR organization. Findings are summarized in the following three tables.

External Sub element	Key Information: Policies, Regulations, Mission, and Laws	Opportunity (O)/ Threat (T)
Installation	Flexible work schedule (various work hours/lunch periods).	O
	Lunch hours not enforced.	T
	Open post.	O and T
	High visibility of Military Police/gate checks during peak times.	T
Local	Local/state fishing and boating, gun owner permit/licensing/registration is required of military	T
	Lottery/raffle requires state license number if sold off post.	O and T
Army Regulations	Prohibition against civilian eligibility/use (exception for Festival and Armed Forces Day).	T
	New relaxation of advertising regulation.	O
	Deglamorization of alcohol; cannot discount happy hours, but off post does (e.g., SSS Bar).	T
	Impact card-procurement.	O
	MasterCard (test began November 1995).	O
	Library cannot charge late fee/purchase security for CDs.	T
MWR Program Policies	Youth Services cannot service civilian population (except for baseball camp, which makes lots of money).	T

Table 2.

External Sub element	Key Information: Policies, Regulations, Mission, and Laws	Opportunity (O)/Threat (T)
Demographics	Active duty decreased from 5,000 to 500 in past few years. At the end of 2001 we gain 200 Augmentees to help support Operation Enduring Freedom.	T
	Coast Guard Station, Naval Weapons Station Earle, and local Air Force personnel occupy post housing. Vint Hill Farms BRAC action adds people to the installation.	O
	CECOM consolidation to Main Post. (Lunch increase for Lane Hall, while child-care facilities move to housing area.)	O
	Market population is primarily civilian: goes home (off post) after work. Limited military population with little unit affiliation.	T
Land Use and Development	CECOM Building (leased) consolidation to Main Post. Increased contractor personnel during \$50 million BRAC '93 construction projects.	O
	New restaurants in local area (club-restaurant competition).	T
Key Physical Attributes	Proximity to Atlantic City, Jersey shore, New York, and Philadelphia offers outstanding recreational possibilities. Both competitive and supportive (e.g., planned activities/travel and equipment checkout).	O and T
	New York/Atlantic City/summer resort/beach areas.	O and T
Social and Cultural Attributes	Small military presence. Loose unit affiliation.	O
	Military perception as "country club" of the Army; civilian market does not see it that way.	O and T
Local Economy	Wage grade regulations set equivalent to New York City rates, but off post the pay scale is much lower.	O and T
	"One Army" philosophy requires same rates for civilian and military child care, even though civilians would gladly pay twice as much.	O
	Adjusted unemployment rate better than rest of state.	O and T
	Housing costs and interest rates dropped, but market is still not moving.	O and T

Table 3.

External Sub element	Key Information: Policies, Regulations, Mission, and Laws	Opportunity (O)/Threat (T)
Technology	Burger King on base; many fast-food outlets close by.	T
	REC-TRAC/FOOD-TRAC/GOLF-TRAC/CATERMATE/CDSAMS/SMIRF/FMBS	O
	Customer credit card.	O
	Nearby golf courses have automated call-in and drawings for peak tee times.	T
Delivery Systems	Fast food caters to on-post patrons, including fax orders (Lane Hall and Bowling).	O and T
	Nearby mall: Beeper provided when using child-care facilities.	O
Industry Outlook/Projections	Leisure trends: Golf is very strong. Bowling is steady. Fitness activities are growing. Eating light/healthy is on the increase.	O
	Biggest marketing problem is informing CECOM civilian population of its eligibility for MWR activities.	O and T
Operating/Performance Standards	None	Not Applicable

Table 4.

Analyzing Programs and Markets Component

The purpose of analyzing programs and markets is to assess local markets for MWR programs, the internal operating performance of the MWR organization, and competition in providing these programs. This information, summarized as program and organizational strengths and weaknesses, is crucial for understanding where the organization is and where it should be headed.

CUSTOMER AND MARKET ANALYSIS

Population data were accumulated from the Defense Eligibility Enrollment System (DEERS), MEDDAC Managed Care Office, Army Stationing and Installation Plan (ASIP), Installation Civilian Personnel Office (CPO), and Reserve Component Office. Current population data were projected to the year 2007. Increases and decreases in the military population based on Base Realignment and Closure (BRAC) Commission recommendations will ultimately result

in about the same small active duty population. Civilian, government contractor, and retired populations are the predominant segments and will remain so over the planning horizon. Participation data from the Leisure Needs Survey (LNS) substantiated the team's perception of participation levels, but no program was designated an MWR-wide strength or weakness.

PROGRAMS AND FACILITIES INVENTORY AND ANALYSIS

All programs were evaluated for strengths and weaknesses based on the Installation Status Report (ISR), 2000 Fort Monmouth LNSs, MWR financial reports, and manager input. A summary of all activities showed the Bowling Center and Library to be strong. Facilities and equipment were determined to be general strengths of the entire Directorate.

COMPETITIVE ANALYSIS

As evaluation by program and activity managers compared their installation programs to outside competitors in terms of location, quality, and price. Price was specifically designated as an MWR-wide strength. Although simplistic, the basic competitive analysis was the installation's first programmed MWR-wide evaluation of outside competition and resulted in a follow-on objective to expand this analysis.

PROGRAM COSTS AND RESOURCES ANALYSIS

Numerous MWR resource measurements were reviewed. The MWR Planning Team's consensus was that the financial status was an MWR strength. All financial data were made available for consideration in the composite evaluation.

Developing Alternatives Component

In developing alternatives, the external environment's opportunities and threats are considered in coordination with the internal program strengths and weaknesses. From this integrated framework, alternative strategies and goals were formulated. Two principal tools used were the composite evaluation and the integrated SWOT analysis (the combination of strengths-weaknesses and opportunities-threats). Operating assumptions are also developed for clarity.

COMPOSITE EVALUATION

The composite evaluation uses common measures of program efficiency, effectiveness, and importance to overall MWR mission in ranking Fort Monmouth's programs and activities. The MWR Planning Team developed and weighted by importance each of nine performance factors. The team elected to use only a single financial indicator, net income before depreciation (NIBD), because of reluctance to compare business operations with community support functions. The top programs as a result of this evaluation, in order, were the Library, the Gibbs Hall Officer Club, Army Community Services, the Fitness Center, the Bowling Center, and Lane Hall.

PLANNING PROJECTIONS AND ASSUMPTIONS

To avoid goals, objectives, and strategies that might result in wasted resources, the team listed numerous assumptions about the environment under which Fort Monmouth's MWR programs will be expected to operate. Those assumptions are the following:

- Army and Air Force Exchange Service first rights of refusal will continue.
- The CFSC 2 percent tax will rise to 3 percent.
- The tiered child-care payment system will continue.
- Contract laws and regulations will not change.
- Army Performance Improvement Criteria (APIC) will be used to assess the quality of programs.
- Environmental regulation will drive up the operational costs of many activities.
- Unified funding (using appropriated and non-appropriated funds) will be implemented.
- Fewer appropriated and non-appropriated resources will be available.
- There will be a greater need to expand existing funding and look for new sources of funds.
- An emphasis on improving business practices will continue.
- There will be more management accountability.
- Standardization of MWR business processes will increase.
- The requirement for MWR program and personnel certification will increase.
- The emphasis on commercial sponsorship and advertising will increase.
- There will be more joint cooperative efforts and service proponent programs.
- The emphasis on demand-driven programs will result in fewer but better programs.
- Improvements in technology will allow for more consolidation of functions and interconnectivity.
- The need for training and recruitment will increase.
- Restrictive state and local laws regarding hunting and boating will continue.
- The Library fee prohibition will continue.
- The child-care and golf course facilities will be opened to all civilian employees.
- Great variability in program policy, which limits forecasting by managers, will continue.

INTEGRATED SWOT ANALYSIS

In integrated SWOT analysis, a matrix arrays external opportunities and threats against program strengths and weaknesses to identify actions for exploiting strengths and minimizing weaknesses. These potential strategies, shown in Fort Monmouth's SWOT matrix in Figure 2, provide the basis for selecting the goals and objectives that make up the strategic plan.

Fort Monmouth SWOT Matrix Worksheet		
<i>Internal Factors</i>	STRENGTH(S) <ul style="list-style-type: none"> ➤ Facilities ➤ Equipment ➤ Activities offered ➤ Personnel quality ➤ Financial status ➤ Potential for increase in business 	WEAKNESSES(W) <ul style="list-style-type: none"> ➤ Fees/prices ➤ Information provided customers (advertising and feedback) ➤ Accessibility ➤ Quantity of people/employees ➤ Lack of employee empowerment ➤ Perceived high costs by customers
<i>External Factors</i>		
OPPORTUNITIES(O) <ul style="list-style-type: none"> ➤ Ability to accept advertising to increase revenue ➤ Steadily expanding, growing off-post area ➤ New plant openings for light industrial manufacturing ➤ Partnership with local community ➤ Conservative, family-oriented, low-crime. Friendly community atmosphere 	S-O ACTIONS <ul style="list-style-type: none"> ➤ Explore opportunity for joint venture or partnering with local community ➤ Build customer loyalty ➤ Pursue corporate sponsorship for advertising revenue ➤ Explore opportunity to use excess capacity ➤ Explore changing regulations so civilian patronage can be authorized ➤ Improve effectiveness of marketing ➤ Bring in additional patrons from off post 	W-O ACTIONS <ul style="list-style-type: none"> ➤ Institute a quality culture ➤ Lobby for regulatory changes and adequate APR resources ➤ Develop and implement effective quality plan to include reengineering actions ➤ Improve customer information ➤ Develop plan to improve access to the installation ➤ Educate the Command on the value of MWR services ➤ Cut programs to save money
THREATS(T) <ul style="list-style-type: none"> ➤ Desire of senior personnel and even single soldiers to live off post, which reduces their use of on-post activities ➤ Explosion of retail and commercial outlets ➤ Closed post, which restricts access for off-post patrons ➤ No public advertising on post 	S-T ACTIONS <ul style="list-style-type: none"> ➤ Get regulatory relief to harness demand off post ➤ Educate customer about value pricing to dispel notion of high prices-contrast prices and launch public relations campaign to keep dollars on post; improve packaging ➤ Meet and exceed customer service expectations-provide employee training and rewards, develop operational standards, and survey non customers 	W-T ACTIONS <ul style="list-style-type: none"> ➤ Expand patronage to currently excluded market ➤ Cost comparison ➤ Market/communicate positives-explain MWR ➤ Increase marketing promotions-corporate logo roll out ➤ Cross-promote MWR programs

Figure 2.

Formulating the Strategic Business Plan Component

The previous planning components provided the MWR Planning Team with information and options for deciding where the organization is going and how it is going to get there. This component, Formulating the Strategic Business Plan, provided an organized decision-making process for developing an integrated and realistic plan. The process moved from a succinct statement of mission and a clear picture of a desired future state of affairs (vision), to performance-based goals. The team developed guidance for the organization's program and activity managers to implement the plan, as well as a realistic, time-phased supporting program for capital improvements.

MISSION AND VISION STATEMENTS

The team reviewed its Fort Monmouth MWR mission statement in light of vision statements and strategic plans from the installation, Army Material Command (AMC), and Headquarters, Department of the Army. It then reviewed planning assumptions and determined that significant changes to its mission and vision statements were required. The revised statements are at page 1 of this summary.

GOALS AND OBJECTIVES

Requirements from the mission and vision statements, and AMC policies and directed actions, were combined with the results of the SWOT analysis and composite evaluation. Actions identified in the SWOT analysis were grouped by category to define strategic organizational goals. Supporting objectives and descriptive statements for each goal developed.

IMPLEMENTATION GUIDANCE

Primary responsibility for each objective was assigned to a specific individual or group and a time for its completion established. In several instances, additional individuals or teams were identified to provide assistance and input. Results are documented in Table 1.

CAPITAL IMPROVEMENTS

After reviewing the MWR goals and objectives and considering existing facility deficiencies, the Fort Monmouth Installation Master Plan, major construction planning guidance, and projected availability of resources, the team developed its Capital Improvements Program, shown in Figure 3, which summarizes the MWR major investment plans.

FORT MONMOUTH CAPITAL IMPROVEMENTS PROGRAM

Capital Improvement	Objective Reference	Estimated Cost (\$000)	Funding Source
SAS Wing	4	\$1,850	NAF
Convention Center	4	\$1,600	APF
PFC Expansion	4	\$1,000	APF
Officers' Club Expansion	4	\$1,500	NAF
Atrium Lane Hall	4	\$280	NAF
19 th Hole	4	\$250	NAF
Expand Pool	4	\$500	NAF

Figure 3.

CONTINGENCY PLANS

Requirements for contingency plans were reviewed. Because the installation no longer billets major troop units nor has any deployment responsibilities, none of the traditional movement contingencies are applicable. The installation has not assigned the Directorate any weather-related contingencies. However, as a direct result of major budgetary and weather interruptions to MWR programs and services, both funding and weather contingencies will be evaluated for development of basic contingency plans.

Formulating, Monitoring, and Evaluating Operational Business Plans Components

The MWR Strategic Business Plan described in this summary was completed using the first four components. That plan provides the guidance necessary for subordinate program and activity managers to develop their operational business and functional support plans with a one-year planning horizon, as described in the Formulating Operational Business Plans component. Additional guidance and operational-level actions were brainstormed during the facilitated strategic planning sessions, particularly during the SWOT analysis. The final component, Monitoring and Evaluating Plan Implementation, ties together the Directorate's strategic plan and the program and activity managers' operational plans with a structured review process to assure planned progress is either being accomplished or appropriate actions initiated. Quarterly Directorate status meetings will provide the principle assessment vehicle.

FUTURE DIRECTIONS

Significant input to this strategic business plan came from the 2000 Fort Monmouth Leisure Needs Survey, a major service provided by CFSC, which polls and reports on Fort Monmouth's MWR customers' preferences and use of programs and services every three years. CFSC anticipates beginning to field an improved LNS, which should result in a new Fort Monmouth LNS during FY03. Those results will be reviewed to determine whether sufficient change has occurred in customer input to warrant renewed planning. Evaluation for renewed effort will also take place during the periodic monitoring processes described in the Monitoring and Evaluating Plan Implementation Component. If no change occurs in the operating environment sufficient to warrant a completely new plan, this strategic planning document is assumed to have a five-year planning horizon.